

Concordia University  
Faculty Council of the John Molson School of Business  
Minutes of meeting held Friday, April 17, 2009

Present: S. Sharma, Chair  
K. Argheyd (Mana.), N. Askar (CGSA), B. Barbieri (Mktg.), S. Betton (Fina.), S. Cole (SGS), B. Desai (Comp. Sci.), C. Draimin (Acco.), J-M Edwards (Library), A. Fagnoli (Reg.), R. Ferguson (Mana.), G. Fisher (Econ.), J. Freed (Fina.), A. Gold (CASA), S. Goyal (DS&MIS), K. Gheyara (Acco.), D. Graham (Provost), A. Hochstein (Assoc. Dean), G. Hughes (Staff), G. Kanaan (Assoc. Dean), K. Lamertz (Mana.), J. Longo (Staff), F. Nebebe (DS&MIS), S. Paek (CASA), P. Pietromonaco (Facil.), I. Rakita (Fina.), C.A. Ross (Mktg.), R. Saade (DS&MIS), M. Sharma (DS&MIS), U. Wassmer (Mana.), L. Zimmerman (CASA)

Absent with  
Regrets: A. Ahmad (Fina.), J. Ahmad (Econ.), A.L. Audy (CASA), D. Cameron (Mana.), C. Cho (Acco.), S. Ciotti (CASA), T. Field (Mana.), M. Gagné (Mana.), M. Horst (TESL), L. Katsanis (Mktg.), G. Kersten (DS&MIS), M. Lee (CASA), M. Lemdasni (CGSA), D. Peltier-Rivest (Acco.), K. Reckziegel (CASA), K. Shanmugarajah (CASA), L. Switzer (Assoc. Dean)

Guests: L. English (V-P, Finance), J. Feith (John Molson Competition Committee), T. Horvath (John Molson Competition Committee), M-G Hum (Comm.), C. Law (Grad. Adm.), O. Romain (JMSB Grad. Student), B. Tucker (Community Campaign), N. Wada (Advancement)

1. Call to Order  
The meeting was called to order at 9:35 a.m.

2. Closed Meeting

3. Open Meeting

4. Approval of Agenda – JMSB-2009-03A

On a motion duly seconded (M. Sharma, S. Betton) the Agenda was approved.

5. Approval of the Minutes – JMSB-2009-02M

On a motion duly seconded (M. Sharma, R. Saade) the Minutes were approved.

6. Chair's Report and Question Period

Due to a timing issue, the Chair's report was deferred at this point so that P.L. Kelley may give his report.

7. Report: Status Report on the New JMSB Building

P. L. Kelley explained that the construction is essentially completed on the new MB building with the internal fit up almost completed. May 8, 2009 is the official date when the University takes possession of the building. The most complex part has been the tender process as new government guidelines dictate that the tender process must be supervised by legal counsel. He added that there will be a training program in May of the technology in the classrooms for faculty and supervised by Mary Genova. Tours of the new building start today. The first group to move will be CIT on May 5, 2009. May 7 will be a considerable moving date and the move should be completed by May 20, 2009. Registration for keys will start next week. May, June and July will see some construction and finishing touches to the building and the first classes will be held in the new building on August 19, 2009.

Answering some questions from the members of Faculty Council, P.L. Kelley confirmed that FirstClass will be available at all times, and access to offices will be available for teaching assistants. CIT will move

and connect all computers and telephones in the new building. In addition, it was confirmed that the building will be cleaned prior to occupancy. LEED certification requires that certain standards are met and Facilities Management will operate a full flush of the building for 12-18 hours before occupancy. Security started working in the building as of this date, April 17, 2009.

The plans for the GM building include completely reconstructing/refitting the fourth, fifth and sixth floors starting on May 18, 2009. Health Services will be moved to the GM building.

8. Business Arising from a Previous Meeting

There was no business arising.

9. Elections

Mrugank Thakor from the Department of Marketing was elected by acclamation to replace Gad Saad on the Council of the School of Graduate Studies effective immediately and terminating January 1, 2010 at which time G. Saad will return to serve the remainder of his term until May 31, 2010.

Sandra Betton from the Department of Finance was elected by acclamation to serve on the Dean's Award for Distinguished Scholarship Selection Committee effective immediately until May 31, 2009. Stylianos Perrakis from the Department of Finance was elected by acclamation to serve on the Dean's Award for Distinguished Scholarship Selection Committee from June 1, 2009 until May 31, 2010.

Tracy Hecht from the Department of Management was elected by acclamation to serve on the Senate Faculty Tribunal pool effective June 1, 2009 to replace Ibrahim Aly for the remainder of his term (until August 31, 2010) while he is on sabbatical.

10. University Financial Situation

David Graham, Provost and Vice-President, Academic Affairs  
Larry English, Vice-President, Finance

On a motion duly seconded (M. Sharma, B. Barbieri) speaking privileges were granted to L. English. D. Graham made a brief Keynote presentation on the present financial situation of the university. He explained the recent changes in the funding formula and how different programs are weighted differently in terms of government funding.

L. English mentioned that this new funding revealed a decrease in funding for most of the programs that the University has to offer and a substantial weighting in disciplines that the University does not offer (Medicine, Veterinarian Medicine and Law). He also pointed out that the University pays a substantial interest on the \$200 Million bond that the University was issued in 2002 and there is no funding to repay this portion of the debt. The cost of annual salary increases are also an important factor as there is an annual shortfall in funding for this area. The government salary policy limits increases in funding to support salaries to 2% and the cost of the annual salary increases at Concordia are 4.5 to 5%. A table of the faculty revenue vs. cost model was reviewed as well as the raw vs. weighted FTE comparison. It was explained that 2% was cut from the budget of every Vice-President in the University. D. Graham gave a brief description of some of the cost cutting measures that have been adopted in the academic sector.

It was discussed that the JMSB has always had smaller classes and that has been its advantage. However, the fact that other business schools in the network have considerably larger classes results in the low weighting for business disciplines as a whole as they are considered an inexpensive discipline to administer. L. English mentioned that his area is presently conducting a course costing exercise. This costing is presently course and not program based as it focuses on a student sitting in a classroom. A program costing becomes complicated when students are taking courses in varying disciplines and

faculties. At this point, D. Graham had to leave the meeting. The Chair thanked D. Graham for his presentation.

It was discussed that academic quality is very important to the JMSB and upholding certain standards is essential to retain AACSB accreditation. It was expressed that it is crucial to have an area that lobbies for academic quality as the primary goal. It was explained that Senate would be this area within the University and CREPUQ would be the forum outside the University.

The Chair thanked L. English for attending Faculty Council. L. English reminded the members of Council that he would be presenting the budget at the May meeting of Senate. It was decided that L. English's document, "Proposed and Actual Funding Grids" would be circulated via e-mail to all members of Faculty Council after the meeting.

## 11. Report: Research and Program Evaluation

### 11.2 Policy on Conflicts of Interest in Research (JMSB-2009-03A-03)

On a motion duly seconded (M. Sharma, B. Barbieri) speaking privileges were granted to G. Johns.

Due to another scheduling commitment for G. Johns, the Agenda was altered to enable G. Johns to present the policy as the JMSB representative on the Senate Research Committee. He explained that the policy was created by the Office of the Vice-President, Research and Graduate Studies. He explained that the Senate Research Committee has already approved the document as well as Senate (March 20) and the Board of Governors (March 23). It is now being presented to Councils for their comments. He explained that although the document was approved at the levels of Senate and the Board of Governors, all members are invited to send G. Johns their comments/suggestions and questions as changes are still possible at this point.

### 11.1 Guidelines for Externally Funded Tier 1 JMSB Endowed Chairs, Term Research Chairs/Distinguished Professorships and Tier 2 Chairs and Teaching/Pedagogical Development Chairs (JMSB-2009-03A-02)

In the absence of L. Switzer, A. Hochstein presented the document. It was explained that the change is a proposal for one Committee to review all new incoming Tier 1 and Tier 2 Chairs and Professorships. After much discussion it was decided that the JMSB should proceed with the traditional structure as the proposed document and committee structure as outlined in JMSB-2009-03A-02 is unacceptable.

## 12. CGSA Report

N. Askar mentioned that 5 MBA students competed in the George Washington University (GWU) School of Business 2009 International Case Competition held on March 20-21, 2009 and won the competition!

N. Askar introduced the new CGSA President, Sherin Al-Safadi. S. Al-Safadi starts her term on May 1, 2009. She also introduced Nabil Hdeib as the new Vice-President and second member of Faculty Council for the CGSA starting May 1, 2009.

The Chair thanked N. Askar for her excellent leadership during her term as President of the CGSA and congratulated her on both her CCSL Student Life Award and as a member of the team that competed in the GWU competition.

## 13. Staff Report

There was no report.

14. Report: Masters and Diploma Programs

A. Hochstein voiced his approval of the Strategic Plan for the University.

He also announced that an MBA student, Elizabeth Stubblefield Loucks, was the winner of the Zenergy Communications MBA Award for 2008-2009. He thanked supervisors Martin Martens from the Department of Management and Charles Cho from the Department of Accountancy. He asked members of Council to encourage their students to submit research papers for awards.

15. Report: Undergraduate Programs, Academic and Student Affairs

There was no report.

16. CASA Report

A. Gold gave a brief update on the Business Banquet "Portrait of Business" on Thursday, April 2, 2009. He mentioned that the event was a success even though the intent was to expand the event this year. He explained that expansion was difficult due to the present financial situation as many companies had made cuts in discretionary spending and therefore could not participate.

At this point, A. Gold introduced Thomas Horvath, the outgoing President of the John Molson Undergraduate Competition Committee. On a motion duly seconded (M. Sharma, A. Hochstein) speaking privileges were granted to T. Horvath. T. Horvath asked the Council members for assistance in recruiting students for the case competition teams. He proposed adding information on course outlines as how to get involved. There was also a suggestion that professors could make announcements in their classes. There was a suggestion to have a permanent message on the First Class message board. It was also suggested that CASA approach the departmental chairs.

17. Reports from School Representatives on University Committees

17.1 Senate Academic Programs Committee

B. Barbieri advised members of Council that he would have a report for discussion at the next meeting of Council in May regarding the proposal to move the discontinue deadline farther into the term. He also responded to a question at the previous Council meeting regarding the School of Extended Learning Courses and their impact, if any, on 90/120 credit programs. He clarified that these courses do not have any impact on these programs and are counted as courses outside of these programs.

17.2 Senate Academic Planning and Priorities

C. Draimin mentioned that SCAPP. He mentioned that SCAPP's next Senate report will focus on the Report of the Provost's Working Group on Teaching and Learning .

17.3 Senate Research Committee (JMSB-2009-03A-04)

The report was received.

17.4 Board of Governors

C. Draimin mentioned that Dean Sharma made his annual presentation to the Board of Governors March 23, 2009. It was suggested and decided that this report be sent to all Council members.

There were no reports from JMSB representatives on the following committees:

17.5 University Senate

17.6 Arts and Science Faculty Council (nothing to report)

17.7 University Library Committee

17.8 Council of the School of Graduate Studies

18. New Business

18.1 Notice of motion regarding teaching in research oriented programs (JMSB-2009-03A-05)

It was moved by S.K. Goyal and seconded by M. Sharma that Council approve the motion regarding teaching in research oriented programs as presented in document JMSB-2009-03A-05.

The motion was defeated by a majority.

The general consensus of the Council members that spoke was that although Council was sympathetic to the intent of the motion, the judgment of expertise and measure of excellence lies in the Department.

18.2 A Strategic Plan for Concordia University: 2009-2014 (JMSB-2009-03A-06)

There was a brief discussion in terms of the proposed strategic plan. There was concern that the university financial situation would impede the implementation of proposals in the plan. In addition, it was questioned how the university will meet its aspiration to be in the top 5 comprehensive schools in Canada.

19. Other Business

19.1 (12:00 p.m.) Community Campaign

Bradley Tucker, Co-Chair, Advisory Committee, Community Campaign  
Nancy Wada, Development Officer, Community Programs, Advancement & Alumni Relations  
Olivier Romain, JMSB Graduate Student  
Thomas Horvath, JMSB Undergraduate Student

On a motion duly seconded (M. Sharma, B. Barbieri) speaking privileges were granted to Bradley Tucker, Nancy Wada and Olivier Romain.

The group mentioned the importance of contributing to the Community Campaign. They explained that the donor may direct where the money goes. T. Horvath and O. Romain recounted their personal experiences and how the community campaign has helped them by providing funds to ease the financial burden of attending the University, giving them the opportunity to reinvest their time in the school.

The Chair congratulated Olivier Romain on winning the CCSL student life award, explaining that this award demonstrates his contribution to student life and reinforces previous comments on how funding enables students to give back to the institution.

20. Next meeting

**REVISED:** The next meeting of the JMSB Faculty Council will take place on Wednesday, May 13, 2009 at 9:30 a.m. in room EV 2.260.

21. Adjournment

It was discussed and decided that the Chair's Report would be deferred to the May meeting of Faculty Council.

On a motion duly seconded (C. Ross, M. Sharma) the meeting adjourned at 12:37 a.m.

